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Assistant Director for Operations

12 February 1959

Chief, Foreign Documents Division

CIA Career Staff

FDD answers to questions in Inspector General's memo of 29 January 1959, titled "IG Survey of the Office of Personnel"

a. What are your views as to the merits of a CIA Career Staff?

Answer: We do not believe that there is merit in a CIA Career Staff as presently constituted.

b. Should eligibility for membership be more restricted than at present?

Answer: Not applicable in view of "a."

c. Is the basic concept of separate career services for CIA sound?

Answer: We do not believe that it is.

d. In terms of intelligent personnel administration, what features of the CIA Career Service Program have been of most assistance to you in exercising your responsibilities?

Answer: None have been of assistance. We have had regular meetings of the FDD Senior Staff (which includes all Branch Chiefs) for a number of years to discuss and remedy management problems and to improve the quality of FDD administration. The Career Service Program has contributed nothing to intelligent personnel administration, but on the contrary has added an appreciable load of paper work and pro-forma discussion.

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e. Are you satisfied with present procedures governing the processing of personnel actions through the various Career Service Panels and Boards to effect promotions, rotations and assignments? In what way could these procedures be improved or modified to best meet your particular needs?

Answer: We are not satisfied with them. The procedures are time consuming and uneconomical, compounding the burden of paper work and routine. We believe that simplification of "housekeeping," greater stress on sound supervision and management; and less tendency to reduce administration to mathematical formulae and book reference, are the modifications most needed for the development of intelligent personnel administration at this time.

f. What would be your main objections, if any, to greater interchange of employees on a rotation basis between DD/P, DD/I and DD/S?

Answer: We believe that effective rotation is being accomplished now by this Division but that it would be a mistake to overemphasize it by regulation. We believe that primarily a rotation should be entered into on a basis of mutual benefit to the offices and divisions concerned and not for the speculative chance of broadening the professional experience of the individual.

After a two year period of duty it is often difficult for them to find suitable assignments for such people in Headquarters. FDD is supplying some of these needs on rotation. After the two year tour of duty these people return to FDD and their qualifications are enhanced for their work in the Division. This program is mutually beneficial but it would be quite doubtful whether, for example, regulated rotation of a linguist to DD/S "to broaden his intelligence experience" would provide any benefit to the Agency.

g. Any additional comments pertaining to the program as a whole.

We are all aware of the inherent dangers of an elite corps, and yet without it what is Career Service apart from CIA employment. Career Staff status offers the individual absolutely nothing. Staff status cannot be denied to the steady plodder who reaches his professional ceiling at GS-9

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but who is conscientious and loyal. We, therefore, have Mr. Very Average and Mr. Very Superior in equal status as Knights of Intelligence. We find that individual pride of effort can be, and is stimulated by becoming members of Central Intelligence Agency. The thinking officer finds no additional elation in achieving Career Staff status. The only positive answer to "What does it mean?" is, "You will be the last to be considered in a reduction in force," which would be applicable on a three year seniority base anyway.

J. J. BAGWELL

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